

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

White House Transition Team Briefing Material

FROM:

Executive Officer, OP

EXTENSION

NO.

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DATE

88-24798  
28 November 1988

TO: (Officer designation, room number, and building)

DATE

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COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EXA/DDA  
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MEMORANDUM FOR: Executive Assistant to the DDA

FROM:

  
Executive Officer, OP

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SUBJECT: White House Transition Team Briefing Material

1. Submitted herewith and as attachments is the information requested from the Office of Personnel (OP) for the Transition Team Briefing Material package.

Item Number 1: Organization and Management: Resource Description

Current head-count provided in attachment A, down to the office/division level for each directorate, including SIS. Column 2 shows ceiling count and column 8 provides the number of staff employees. (Please Note: the information represents FY-88 head-count only. FY-89 increases in ceiling count are not included.)

Item Number 2: Personnel: Summary Statistics

Breakout by unit of all personnel classifications. In order to clarify Agency "classifications" the following glossary of terms is provided:

- ° CAREER: The CIA refers to this type of appointee as "STAFF," and NON-CAREER as "NON-STAFF."
- ° PAS: The CIA has two positions that may be filled by Political Appointees which require the advice and consent of Congress; those of the Director of Central Intelligence and the Deputy Director of Central Intelligence.
- ° SES: The Agency equivalent of the Senior Executive Service (SES) is called the Senior Intelligence Service (SIS).

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- ° SCHEDULE C AND SCHEDULE A: The CIA has no Schedule A, Schedule B or Schedule C positions.

Item Number 3: Appointive Positions

The CIA has two positions that may be filled by Political Appointees which require the advice and consent of Congress; those of the Director of Central Intelligence and the Deputy Director of Central Intelligence.

Item Number 4: Equal Opportunity Program

Two separate Equal Employment Opportunity (EEO) reports are provided as attachments B and C. Attachment B is the Multi-Year Affirmative Action Employment Plan, dated 5 October 1988. This report is awaiting the Director of Central Intelligence's signature. Attachment C is FY-88 EEO Report which provides a summary of activity during 1 October 1987 to 30 September 1988.

Item Number 5: Personnel Management Issues

Attachment D provides one narrative concerning flexible benefits for inclusion in this category.

2. Any additional questions concerning OP's submission should be directed to my office on  (secure).

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CENTRAL INTELLIGENCE AGENCY  
EQUAL EMPLOYMENT OPPORTUNITY REPORT  
FY 1988

ATTACHMENT

I. Overview

In FY 1988, the Central Intelligence Agency had [ ] personnel in its full-time permanent work force. In FY 88 there were [ ] new ceiling count hires compared to [ ] hires in FY 87. Despite this overall decline, the proportion of minority hires showed a slight increase from [ ] percent.\* At the close of the year, minority employees represented [ ] percent of Agency full-time staff. Hiring in minority-oriented summer intern programs continued to show positive growth during the year, but these changes are not reflected in our full-time, permanent work force figures.

Females represented over [ ] percent of our FY 88 new ceiling count hires, and at year end constituted [ ] percent of the full-time permanent work force.

II. Progress in Recruitment and Hiring

A. Level of Effort

During the year the Office of Personnel, the Office of Equal Employment Opportunity (OEEO), and other Agency components intensified their recruitment efforts across the country to boost minority staff and student intern hiring. For example, the OEEO, often in concert with Agency recruiters and component representatives, participated in some 70 college and high school recruiting sessions, career fairs, and conventions to "spread the word" to minorities on job opportunities at the Agency. Also, the Office of Personnel invited a group of minority coordinators to Washington from some forty major universities for a three day seminar on career opportunities at CIA and minority recruitment. In FY 88 the Agency created 10,045 applicant files, including 7,649 files from the Recruitment Activity Centers and 2,396 from internal Agency sources and external special interest cases. Twenty percent of the files created were minorities and 35 percent were females.

B. Accomplishments

During FY 88, [ ] full-time staff employees joined the Agency, of which [ ] were white women and [ ] were minorities. [ ] minority student interns and [ ] Office of Communications minority trainees converted to full-time status, essentially raising the number of new, full-time minority hires to [ ]

\*In the report submitted for FY 87, the figure of [ ] hired included [ ] who actually declared their race as "other." We have separated these individuals from the minority count.

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Over the past few years, the Agency has stepped up efforts to increase the number of students participating in minority-oriented internship programs. The Agency increased the number of students in the Minority Undergraduate Studies Program (MUPPIE) from [ ] in FY 87 to [ ] in FY 88 while new entrants into the Undergraduate Scholar Program (Stokes Program) rose from [ ] in FY 87 to [ ] in FY 88. [ ] Summer Fellows--faculty members from Historically Black Colleges and Universities--participated in the Summer Work Program in FY 88.

The Agency's traditional Student Trainee Program (Co-op) is open to all students and offers financial assistance and Agency employment opportunities upon graduation. In FY 88, [ ] students participated, of which [ ] were women and [ ] were minorities.

### III. Career Development Training Opportunities for EEO Group Members

#### A. Internal Programs

1. The Agency's Upward Mobility Program offers career advancement opportunities to technical and clerical employees at grades GS-9 and below. In FY 88, [ ] employees were accepted into the program which comprised [ ] white males, [ ] white females, and [ ] minority females.

2. The Career Training Program prepares junior professionals as well as new entry-level hires for long-term Agency careers in science and technology, management and administration, intelligence analysis, and overseas operations. There were [ ] participants in FY 88 of which [ ] were women and [ ] were minorities.

3. Management/Leadership Development Training encompasses a variety of courses designed to prepare mid- to senior-level officers (GS-11 to GS-15) for management and leadership responsibilities. Issues covered in these seminars include such areas as decision making and problem solving for managers, managing in CIA, supervision of analysis, and leading people in CIA. Current records indicate that some [ ] employees attended these courses during the year, of which [ ] were women. Accurate data of the racial makeup of these participants was not kept in FY 88.

4. Senior Intelligence Service (SIS) Executive Training consists of a mandatory course for all new SIS officers and a series of elective seminars for SIS officers and selected GS-15s. Each year the Office of Training and Education surveys SIS officers to determine their particular training needs. General issues addressed in the seminars include executive leadership and development, CIA and the Congress, creating effective staffs, how to make executive decisions, and resource decision making for executives. In FY 88, [ ] Agency officers attended these seminars,

**SECRET****B. External Programs**

25X1 External training is provided for personnel with high potential  
 25X1 for long-term, outstanding service and includes courses and programs at  
 25X1 interagency facilities, DoD bases, the military war colleges, local  
 universities, research institutions, commercial firms, and industrial  
 installations. During FY 88, [ ] Agency employees participated in  
 external training programs. Of this number, [ ] white males, [ ]  
 white females, and [ ] minorities.

**IV. Career Advancement for EEO Groups**

25X1 A review of SIS level positions and the Agency employee population  
 reveals a very significant white male representation in the mid- to  
 senior-level grades. Within the full-time permanent work force, there are

With regard to the limited representation of EEO groups in mid- and senior-level management positions, the Agency hopes that the recently completed 5-year Affirmative Employment Plan will help correct this imbalance. The Plan was prepared in response to a general requirement levied on all Federal agencies by the Equal Employment Opportunity Commission (EEOC). The Plan is designed to accomplish the following over the next five years:

a. Increase the percentage of entry-level minorities new hires joining the Agency and stem underrepresentation of females and minorities at the GS-13 and above levels.

b. Increase minority and female representation in management development training, on career boards, assignment and promotion panels, and on a selective basis provide trial assignments that offer management experience and developmental opportunities for females and minorities, and insure that all managers and supervisors attend multicultural/equal opportunity awareness training.

c. Expand the pool of "qualified" GS-12 to GS-15 females and minorities through recruitment, developmental assignments, and training with the goal of making these employees better able to compete with their non-minority male counterparts.

**TABLES**

Statistical tables showing distribution of employees in FY 1988, and a copy of the 5-year Affirmative Employment Plan are attached.

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## FLEXIBLE BENEFITS INITIATIVE

During the past several years, the Agency has explored the possibility of offering a flexible benefits program to our employees. After an extensive review of the laws regarding flexible benefits, and a study of the types of flexible programs currently in operation throughout the country, we have developed a prototype design for a flexible benefit program based on the preferences identified by Agency employees in a recent survey.

The flexible benefit initiative was surfaced by our Human Resources Modernization and Compensation Task Force two years ago and was the most popular proposal among management and employees alike. After looking at several long term solutions to addressing existing shortcomings of our Association Benefit Plan (ABP), as mandated by the Congress, Agency management concluded that this approach offered the best possibility of stabilizing the ABP differential through controlling escalating premium costs. From the employees point of view this program would end the present disparate treatment among covert employees who can now enroll only in the ABP plan and covert employees who now have the full array of FEHBP plans to select from. It would also restore choice to new Agency employees, who beginning with January 1990 will be offered only the ABP plan..

Recently the National Academy of Public Administration (NAPA) completed a study of the intelligence community's personnel systems. While their final report has not been received, it is our understanding that they will recommend that C.I.A. proceed with the installation of a flexible benefit program on a test bed basis. Because a considerable amount of work is involved, current plans call for the Agency to implement the flexible benefit program incrementally in two phases over a two-year period. Phase I would enable C.I.A. employees to pay insurance premiums and certain health and dependent care expenses with pre-tax dollars and Phase II would provide additional choices in areas such as medical, dental and life insurance coverage. The additional choices are not benefit enhancements but instead are a means of allowing the employee to custom tailor his/her benefits portfolio to meet the individual needs of the employee or family. Assuming our proposal is favorably received by our oversight committees and OMB, tentative targets for implementation are 1990 for Phase I and 1991 for Phase II.

Implementation and administration of the flexible benefits plan will have some impact on both staff and budget. It is estimated that [ ] additional employees will be required to operate the system. The salary costs of [ ] for those employees would be paid with reimbursable funds from the insurance carrier and would not entail additional ceiling. There will be a one-time developmental cost of \$1,430,000.00 and an annual operating cost of \$8,600,000. The developmental costs represent fees for design, automation, and communications consultants. The operating costs reflect the dollars needed to generate additional flex credit for the [ ] percent of Agency employees, not now receiving benefits. Since the Agency per-capita benefits contribution remains the same as at present, no increase in budget is proposed for those employees presently participating in FEHBP.

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